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ABSTRACT

In spring 1981, a need was identified for the improvement of the faculty evaluation system at Brunswick Junior College (BJC). A committee, formed to study methods of faculty evaluation, recommended an evaluation system based on Modified Management by Objectives (MMBO). Subsequent to approval by the college administration, the new system was implemented. This paper provides a description of the process, outcomes, reevaluation, and modifications in the evaluation system which occurred in BJC's Division of General Studies. Introductory comments provide background on the committee's formation, charge, and activities; the process established for individual goal development; the responsibilities of the division and department chairs and faculty members; and the time schedule for the 1982-83 academic year. Section I deals with goals of the division for 1982-83, including information on related activities and evaluation measures. Section II provides examples of personal development objectives for individual faculty members, including information on the relationship of the faculty member's objectives to the division's objectives, weight accorded to the objectives, and evaluation criteria. Section III presents guidelines for faculty for setting goals and implementing the MMBO procedures. Finally, examples of faculty's MMBO's for 1983-84 are presented, covering professional development, institutional services, and teaching areas. (LAL)

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TABLE OF CONTENTS

INTRODUCTION

GOALS OF THE DIVISION 1982-83 . . . . . Section I

EXAMPLES OF FACULTY OBJECTIVES 1982-83. . . . Section II

PLANNING DOCUMENT WITH GUIDELINES, GOALS, AND EXAMPLES OF RATINGS, 1983-84 . . . . . Section III

EXAMPLES OF FACULTY MMBO'S 1983-84 . . . . . Section IV

# FACULTY EVALUATION BY A MODIFIED MANAGEMENT BY OBJECTIVES (MMBO)

by

Harry M. Langley
Brunswick Junior College

## Introduction

In the spring of 1981 the Southern Association visiting committee to Brunswick Junior College suggested a need for improvement in the methods of evaluating faculty. A committee was formed to study methods of faculty evaluation. The committee recommended to the Academic Dean and Division Chairmen an evaluation based on management by objectives. The Division Chairmen approved the concept and formulated some guidelines. A description of the process, outcomes, reevaluation and subsequent modifications in the procedure as it occurred in the Division of General Studies will be presented.

## Division Goals and Objectives

A committee appointed by the President of the College developed a five-year plan with accompanying goals. Each Division was to formulate goals based on the five-year College plan, on growth and development of its academic concentrations, and on evaluation of faculty in service to the institution, professional development and teaching. The goals of the Division of General Studies were developed by the Division Chairman and refined by Department Chairmen and faculty.

## Responsibilities of the Division Chairman, Department Chairmen, and Faculty

The Division Chairman was responsible for:

--The overall direction of his academic unit.

--assuring that goals and objectives were established which were in consonance with the direction of the Institution as a whole.

--balancing the institutional priorities and direction with the operational concerns of the Division and the personal concerns of the faculty.

--establishing the level of expectation for faculty performance.

--working through and with department chairmen and with faculty to discuss and refine the goals of the Division.

--implementing a time-table which was in keeping with the deadlines imposed by the Academic Dean and President and the budgeting process of the state and University System of Georgia.

--providing opportunities for periodic assessment of progress, for renegotiation of activities, and for guidance in preparation of an Annual Report of Accomplishments.

--giving direct and lucid analysis of performance and the overall evaluation within the Divisional unit.

--presenting his evaluation to the Academic Dean and President of the College who were responsible for the overall evaluation of the faculty.

The Department Chairman was responsible for:

--working with the faculty to set Departmental objectives within the framework of Goals of the Division and of the Planning for the Future Committee.

--supporting and guiding the faculty in the process of setting personal objectives and in assessing progress toward those objectives by

-assisting the faculty in assessing strengths and weaknesses.

-assisting the faculty in writing objectives and establishing measurable outcomes for the activities.

-assisting the faculty in balancing (weighting) the evaluation in three major areas of emphasis with teaching comprising no more than 60% of the overall evaluation.

-encouraging the faculty to periodically submit materials which support the evaluation process. These materials were to be submitted in duplicate, one copy going to the Department and one to the Division Chairmen.

--coordinating the student-teacher evaluation process within the dates specified.

--evaluating the classroom performance of each of the teaching faculty by in-class visitation.

--assisting the faculty member in the preparation of a self-evaluation to be submitted in writing to the Chairman of the Division.

The Faculty were responsible for:

--formulating objectives with the assistance of the Department Chairman and within the context of Divisional and College Goals.

--securing approval of personal objectives from Department and Division Chairmen.

--meeting with the Division Chairman at the beginning and at the conclusion of the evaluation period, and with the Department Chairman as needed.

--submitting periodically materials in support of the evaluation to both the Department and the Division Chairmen.

--working with the Department Chairman in the preparation of a self-evaluation emphasizing accomplishment of personal objectives and contributions to the Division and the College as a whole.

--conforming to the published time schedule.

The time schedule for the 1982-83 Academic Year is as follows:

a. *October 1, 1982 personal objectives for 1982-83 are submitted to the Department and Division Chairmen.

b. Individual meetings with Division Chairman October 5-8.

c. December 10, 1982--Fall Quarter progress report not to exceed 1 page, submitted to both Chairmen.

d. February 8, 1983--Summary report of accomplishments for 1982-83 in outline form not to exceed 3 pages typed. Submit to Department Chairman.

e. February 15, 1983--Written faculty self-evaluations submitted to the Division Chairman by the Department Chairman.

f. March 1, 1983--Written evaluations to faculty from Division Chairman with opportunity for conference.

g. March 15, 1983--Evaluations sent to President and Academic Dean.

h. April 5--Departmental objectives submitted for 1983-84 academic year to Division Chairman.

i. April 11, 1983--Faculty objectives submitted for 1983-84 academic year.

j. April 11-29, 1983--Conferences with Division Chairman.

*Department meetings and individual meetings with the Department Chairmen for guidance and constructive input should occur prior to October 1 for objectives for 1982-83 and prior to April 11 for objectives for 1983-84.

# SECTION I

## GOALS OF THE DIVISION OF GENERAL STUDIES FOR 1982-83

The Goals for the Division of General Studies for 1982-83 which relate directly to the Goals of the College are:

1. to increase the potential for success of students enrolled in programs (courses) within the Division.

2. to increase the number of students who enroll in transfer programs (courses) within the Division.

One Goal of the Division of General Studies for 1982-83 which relates to implementing the reorganizational structure as proposed by the president and dean and subsequently approved by the Board of Regents is:

3. to implement, evaluate, and where necessary, to suggest modifications in the organizational structure of the Division.

The Goals of the Division of General Studies for 1982-83 which relate to criteria for promotion, and tenure as stated in the Faculty Handbook are:

4. to encourage professional growth and development

5. to improve teaching within the Division

6. to render service to the Institution

GOAL 1 - To increase the retention of students enrolled in programs (courses) within the Division by

Objective: A. offering means of skill development to students experiencing academic difficulty

Activities: (Selection)

1. utilize the tutorial laboratory and additional support facilities

2. develop and use existing skill/remediation modules in courses within each Department

Suggested Evaluation Measures:

a. a 15% increase in student utilization of the tutorial laboratory

b. a 10% increase in the use of the language laboratory

c. identify skill/remediation areas by Department and submit time-tables/costs for module development by February 5

Objective: B. increasing the student awareness of career opportunities for majors of programs in the Division

Activity: (Selection)

1. one career opportunity seminar during the academic year either sponsored or presented by each Department

Suggested Evaluation Measures:

a. Complete a career opportunity seminar (each Department)

b. evaluation of degree of satisfaction of seminar participants

Objective: C. identifying rapidly the student who is having academic, personal, or financial difficulty

Activities: (Everyone)
1. active involvement in an "early detection system"--a component of the new advisement system

Suggested Evaluation Measures:
a. An 85% response from students enrolled within the Division on an "early detection questionnaire"

b. Active referral of students who miss class to the Student Affairs Office

c. Active referral of students to financial aid or counseling for assistance

Objective: D. improving the student-course selection process

Activities: (Everyone)
1. active participation in the developmental advisement program

Suggested Evaluation Measures:
a. percent participation of faculty in advisement workshops and seminars

b. satisfaction with the advisement system as determined through student evaluation questionnaires

c. a 5% increase in the number of students who persist in courses within the Division, i.e., do not withdraw by midterm

d. a 3% increase in the number of majors in programs of the Division who persist for the first academic year.

Objective: E. improving the student EFT enrollment to FTE faculty ratio for the Division

Activity: (Administrative)
1. improve the scheduling of courses
2. investigate alternative teaching areas for faculty

Suggested Evaluation Measures:
a. a 5% increase in the student EFT to FTE faculty enrollment for the Division

GOAL 2 - To increase the number of students who enroll in transfer programs by

Objective: A. establishing a personal contact follow-through process

Activities: (Administrative)
1. to design contact-cards
2. to design a follow-through system for all prospective students who show interest in the College
3. to evaluate the contact to applicant to matriculant ratios

Suggested Evaluation Measures:

a. design contact cards by October 1, 1982

b. design follow-through system and approved by faculty by October 15.

c. determine contact to applicant to matriculant ratios by October 1, 1983 for the 1982-83 recruitment year.

Objective: B. increasing the awareness of area high school students of our programs

Activities: (Selection)

1. to visit area schools to guest lecture in program area
2. to submit feature articles to the local newspapers promoting program area
3. to serve as college representatives on recruiting trips
4. to promote program area through continuing education
5. to evaluate area brochures

Suggested Evaluation Measures:

a. each Department completes 3 visits to area schools

b. each Department submits 3 feature articles to local newspapers

c. each Department participates in 2 recruiting trips

d. each Department offer 2 continuing education courses for prospective students in a program area of the Division

e. proposals and time-tables for publication of new brochures

Objective : C. increasing the number of high school students who visit the BJC campus

Activity: (Selection)

1. to promote Division sponsored activities for high school students

Suggested Evaluation Measures:

a. each Department sponsors at least one high school activity on campus

b. 85% of the high school students in attendance will complete contact-cards.

Objective: D. increasing local parental awareness of the scope and academic caliber of our programs

Activities: (Selection #1) (Administrative #2)

1. to promote our programs through local clubs and organizations

2. to invite parents to visit the college campus

Suggested Evaluation Measures:

a. each Department will offer 1 program for a local club or organization

b. the Division will promote 1 parent's visitation day during the year.

c. the Division will promote 1 family night during the year

Objective E. promoting competition among prospective students for academic scholarships

Activities: (Administrative)

1. to promote the academic scholarships of the Division

2. to determine interest in scholarship assistance among prospective students

3. to establish a Scholarship Committee

Suggested Evaluation Measures:

a. design, publish and distribute a leaflet on scholarship assistance in the Division

b. include a question on the contact cards concerning the desire for scholarship assistance

c. contact 85% of the students indicating a desire for scholarship assistance for programs within the Division

d. review of scholarship applicants by Scholarship Committee and subsequent recommendations to the Student Affairs Office by February 1, 1983.

GOAL 3 - To implement, evaluate, and where necessary, to suggest modifications in the organizational structure of the Division by

Objective: A. carrying out and enacting necessary policy and procedures for the Division

Activities: (Administrative)

1. to establish policy procedures for the Division

2. to clarify and improve the method of evaluation of faculty by objectives

3. to evaluate the administrative structure

Suggested Evaluation Measures:

a. implementation of the policy statements of the Division of General Studies

b. implementation of the faculty evaluation by objectives as approved by the Administration Winter Quarter, 1982

c. approval of an administrative evaluation form by faculty by April 4

d. administrative evaluation conducted week of April 25

Objective : B. promoting intradivisional awareness, cooperation and support

Activities: (Administrative)

1. to formally present the programs of each Department
2. to promote informal social interaction among faculty of the Division
3. to work collectively toward Division Goals

Suggested Evaluation Measures:

a. Each Department will be responsible for a 15-25 minute presentation of its programs during one of the Division meetings scheduled Winter or Spring Quarter

b. At least once each quarter the Division will hold a fellowship function to which faculty and spouses are invited.

Objective: C. facilitating the planning process for Divisional and for College growth and development.

Activities: (Administrative #1 and 3) (Everyone #2)

1. to demonstrate by example the planning process
2. to conduct a program evaluation for major areas within the Division
3. to involve faculty in the planning process

Suggested Evaluation Measures:

a. implement at least 85% of the activities of the Division of General Studies for 1982-83

b. complete scheduling for Fall Quarter 1983 by May 2

c. complete academic calendar for 1983-84 by May 2

d. identify and organize major areas of emphasis for the 1983-84 academic year by May 16

e. complete the program evaluation as outlined by the dates indicated

f. increase faculty participation in the planning process

g. establish and approve a well defined planning process

GOAL 4 - To encourage professional growth and development by

Objective: A. participating actively in University System Academic Committees

Activity: (Selection)

1. Attendance at University System Academic Committee meetings

Suggested Evaluation Measures:

a. 90% attendance of representatives of the Division at scheduled University System Academic Committees

b. 10% attendance of other faculty in University System Academic Committees

c. reports to the faculty following each meeting

Objective: B. participating in professional associations and organizations

Activities: (Selection)

1. Attendance at professional meetings outside the University System
2. Presentation of scholarly works at professional meetings outside the University System
3. Publication in scholarly professional journals

Suggested Evaluation Measures:

a. Each Department will send 2 representatives to professional meetings

b. Each Department will present 1 paper, study or report, etc., at a professional meeting.

c. Each Department will have 1 article, research study or paper submitted to/published in a professional journal

GOAL 5 - To improve teaching within the Division

Objectives within this Goal may draw on activities already outlined or be designed specifically for each faculty person.

GOAL 6 - To render service to the Institution by

Objective: A. participating actively in committee assignments

Activities:

1. Service on standing committees
2. Service on ad hoc and search committees
3. Service as chairman or secretary of a committee

Suggested Evaluation Measures:

a. Each faculty member will serve on at least one standing committee

b. At least 40% of the faculty representation on standing committees will be from the Division.

c. At least 40% of the faculty representation on ad hoc and search committees will be from the Division.

d. At least 40% of the chairmen and secretaries of committees will be from our Division

Objective: B. supporting college sponsored extracurricular activities

Activities:

1. support of the athletics program as scorer, time-keeper, sponsor of the cheerleaders, spectator, etc.
2. Support of the athletics program by working at home games
3. attendance at college sponsored cultural activities

Suggest Evaluation Measures:

a. Each Department will be represented at 60% of the extra-curricular activities of the college both cultural and athletic.

b. At least 40% of the major support roles needed for the athletics program will come from this Division.

# SECTION II

Humanities: 1st year professor, non-tenured

Objectives 1982-83

I. Personal Area One (Division Goal 2; Objective B). Weight: 20%

1. To participate as one component of a departmental speakers program. The speakers (members of the English/Humanities faculty) will advertise themselves as lecturers available to area schools and organizations.

   My topic: The Life and Times of Chilly McIntosh.
   Evaluation: At least one lecture presented to a local group.

2. To serve as a representative of the College on recruiting trips.

   Evaluation: At least one trip.

3. To present a rapid reading and comprehension-building course in the Division of Continuing Education.

   Evaluation: 95% of the students in the class will at least <u>double</u> their reading rates with good comprehension. The average increase will be 2.5 times the beginning rate. Good feedback (80% positive response) on a questionnaire filled out by class members at the end of the course.

4. To write at least one review of a locally produced play. The review will appear in the Brunswick paper.

II. Personal Area Two (Division Goal 4; Objective B). Weight: 20%

1. To attend at least one professional meeting outside the University System.
2. To present at least one paper at a professional meeting.
3. To publish at least three papers in professional journals.

III. Personal Area Three (Division Goal 5). Weight: 60%

<u>Effective Teaching</u>

Evaluation: 80% of students make noticeable improvement throughout the quarter--(a) composition students' improvement measured by the difference between the level of writing skill demonstrated in the initial writing sample and that exhibited in the final essay of the course; (b) developmental students' progress determined by the difference between the performance levels of post-test and pre-test.

Social Science Instructor, non-tenured

Growth Contract 1982-83

GOAL I--13%

Objective A: To offer means of skill development to students experiencing academic difficulty.

Activities: 1. I will participate in the Seminar on Study Skills planned by the Social Sciences Department by completing duties assigned.

Measurement: Verification of participation by Department Chairman.

2. I will meet in 30-minute sessions with students having difficulties in the course to discuss improvement in approaches to studying, effective use of the textbook, effective notetaking and use of notes, and specific aids available for their particular needs at the Tutorial Learning Center.

Measurement: I will maintain a log of such meetings and I will monitor the progress of these students from test to test. I will meet again with those who fail to show improvement and refer them to the Tutorial Learning Center as needed.

Objective D: To improve the student course selection process.

Activities: 1. Participation in the Workshop on Advisement held in August, 1982.

Measurement: Attendance verified by Department and Division Chairmen.

2. I will provide course selection advice for night school majors and undecideds.

Measurement: Verification by night school co-ordinator.

3. I will schedule follow-up conferences for all my advisees approximately one week prior to mid-term so that we may discuss their progress and explore alternatives for those considering dropping a class.

Measurement: Insertion of a mid-quarter progress report in each advisee's file.

GOAL II--13%

Objective B: To increase the awareness of area students of our programs.

Activities: 1. I will present to the Challenge classes in the two high schools and the three middle schools programs related to political science. I will incorporate information on the social sciences at BJC in these presentations.

Measurement: I will maintain a record of such presentations showing dates and topics presented.

2. I will prepare for publication in the local newspaper three book reviews.

Measurement: Verification by Department Chairman and publication.

3. I will serve as a representative on recruiting trips, if requested to do so.

Measurement: Verification by registrar.

Objective C: To increase the numbers of high school students visiting the BJC campus.

Activities: 1. I will organize and co-ordinate the Little United Nations.

Measurement: Progress reports at regular intervals to Department Chairman.

2. I will serve as a judge for the Social Science Fair.

Measurement: Verification by payment from PTA.

GOAL III--4%

Objective C: To facilitate the planning process for Divisional and for College growth and development.

Activities: 1. I will conduct the program evaluation in the area of political science.

Measurement: Evaluation will be turned in to Department Chairman.

GOAL IV--12%

Objective A: To participate actively in University System Academic Committees

Activities: 1. I will attend the meeting of the University System Committee on Political Science in February.

Measurement: Report to Faculty

Objective B: To participate in professional organizations and associations.

Activities: 1. I will attend the Convention of the Georgia Political Science Association.

Measurement: Report to the Department Chairman

2. Publication of "From Realignment to Dealignment: Political Socialization and Changing Directions in Redistributive Demands" in Southeastern Political Review, Summer, 1982.

Measurement: Will provide copy of published article.

3. I will submit a research note for publication to a referred journal before the end of winter quarter.

Measurement: Hopefully, publication--reviewer's comments.

4. I will act as referee for at least two articles submitted for publication in the Southeastern Political Review.

Measurement: Letter from editor of journal thanking me for reviewing articles.

GOAL V--50%

Objective A: To maintain current high levels of instruction and to improve in selected activities.

Activities:

1. I will attend a symposium on Teaching Social Sciences on February 12, 1983.

Measurement: Report on symposium.

2. I will visit two colleagues classes per quarter (as permitted) to observe different approaches.

Measurement: A report including ideas and how they might be utilized in teaching political science.

3. I will maintain ten hours of office hours per week, and I will be available for conferences by appointment.

Measurement: Verification by Department Chairman

4. I will utilize a pre-test, post-test in my classes to determine the extend to which POL 101 increases knowledge of basic facts about American Government.

Measurement: Comparison of success on pre-test and post-test.

5. I will maintain average or better teacher evaluations.

Measurement: Rating on evaluations.

GOAL VI--8%

Objective A: To provide service to the Brunswick Junior College Community

Activities:

1. I will serve as co-sponsor of cheerleading

Measurement: Getting a number of uniformed, coordinated beings on the gym floor to cheer at ballgames.

2. I will serve as Chairman of the Committee on Committees.

Measurement: Successfully coordinating assignment of faculty to committees and councils.

3. I will serve by Presidential appointment on the Committee on Inter-Collegiate Athletics.

Measurement: Verification by committee chairman and minutes.

Science Professor, tenured

| Objective | Activity | Date | Evaluation |
|---|---|---|---|
| Develop (or update) eight laboratory experiments for Astronomy. Include with each a brief, introductory lecture-demonstration. | a. Obtain set of LSI astronomy experiments. | July 1, 1982 | Check content against text and course objectives |
| | b. Review and rewrite present experiments. | August 1, 1982 | |
| | c. Develop lecture/demonstration for each experiment. | September 20, 1982 | |
| | d. Use experiments in Astronomy 105 classes | Fall Quarter, 1982 | Student Questionnaire. Completed student experiments |
| Determine the feasibility of offering Physics 110-130 and 227-228 courses in concurrent lecture sections | Examine physics texts for parallel approaches to topics. | August 20, 1982 for Physics 110-227<br>December 5, 1982 Physics 130-227 | A check list of parallel topics. Personal evaluation of success for 110-227. Student evaluation of success for Physics 227 |
| Develop one or two 20 minute to 40 minute lecture-demonstrations for presentation to civic clubs and/or high school science clubs. | Determine area for first topic and develop demonstrations and lecture | October 20, 1982 | Present to peers for critique |
| | Ditto for second topic | February 20, 1982 | Ditto for second topic |

| Objective | Activity | Date | Evaluation |
|---|---|---|---|
| To offer means of skill development to students experiencing academic difficulty. | Review tutorial laboratory holdings to determine which may be useful to students in Physics and/or Astronomy. | December 1 | Check content against course (3) content |
| | | March 1 | Check student utilization and question students on usefulness |
| Publicize and use the career information services | Suggest to advisees programs in CASSI for help with general study problems | March 1 | Student utilization and comments |
| | | | Copies of study skill made available for general use |
| To increase the student awareness of career opportunities for majors of programs in the Division | Assemble current career information for areas in which I advise | January 20 | Career information file |
| Active participation in the developmental advisement program | Advise students. Participate in advisement workshops. | All times when given | Dr. Strickland and students attendance and participation |
| Increase the awareness of area high school students of our programs | Go on high school recruitment trips | When requested | At least one trip |
| | Speak to high school Science Clubs | When requested | At least one trip |
| | Offered two computer programming courses for young students this past summer | June 25<br>June 26 | Continuing Education |

| Objective | Activity | Date | Evaluation |
|---|---|---|---|
| Conduct a program evaluation for major areas within the Division | Will evaluate each program whose majors I advise as to number of majors in program and the courses in Area IV of the program | December 1 | If done by December 1 in acceptable term |
| Participate actively in University S tem A ademic Committees | Serve as chairman elect of the Academic Committee on Physics. Took minutes | March 13, 1982 | Attached minutes |
| | Participate in meeting of chairman of University System Academic Committees | September 20 | |
| | Participate in meeting of committee on computer and information science | October 15 | Report to Division |
| | Plan for and chair Academic Committee on Physics | April 15, 1983 | Report to Division |
| Participate in professional associations and organizations | Membership in: American Association of Physics Teachers | | |
| | South Atlantic Coast Section AAPT | | |
| | Southeastern Section American Physical Society | | |
| | Member of National Test Writing Committee of AAPT | Since 1981 | Report on trial versions should soon be available. |

| Objective | Activity | Date | Evaluation |
|---|---|---|---|
| Improve teaching within Division | Helping with program of study to assist Dr. Altman learn BASIC. | Started summer 1982 | Dr. Altman |
| | Plan to help Dr. Keferl with above | | Dr. Keferl |
| | Planning course Principles of Computer Programming which will be required in Area IV of core curriculum when approved by council of Presidents. | | |
| | Writing course proposal and Area IV change for above | October 25 | |
| Improve teaching within Division | Meet with Vo-Tech to determine if DP-220 meets criteria for the proposed, second required course in Computer Science Area IV. | ? | Course content against criteria of Committee on Computer and Information Science |
| | Learning language PASCAL and operating system for PASCAL so course principles may be taught | December 1 | Ability to write and run programs in PASCAL |
| Service to college | Serve as timer for inter-collegiate basketball, men and women | | |
| | Serve as ad hoc campus coordinator for University System Computer Network | Since Debbie Haynes left | Still have network service |

# SECTION III

Faculty evaluation by objectives was approved by Division Chairmen in the winter quarter of 1982. During an administrative reorganization the procedure was implemented to varying degrees among the Divisions. Not until the fall quarter of 1982 was the process implemented in a coordinated, organized fashion among the departments of Business Administration, Humanities, Natural Sciences and Mathematics, and Social Sciences. The evaluation period of February 1, 1982 to February 1, 1983 was one of transition consisting of evaluation by objectives and the older checklist method. In early March of 1983 the guidelines for the evaluation by objectives were revised, presented to the faculty, discussed and critiqued. The faculty felt a need for examples of the ratings for objectives and a systematized way of calculating the overall evaluation at the Division level. These concerns were incorporated into a document which outlined the guidelines for the Modified Management by Objectives (MBO). The document, in its entirety follows.

APRIL 8, 1983

MEMORANDUM

TO: Faculty of Division of General Studies

FROM: Dr. Harry M. Langley, Chairman

RE: Evaluations for 1983-84--Modified Management by Objectives (MMBO)

Attached you will find:

a) guidelines for constructing MMBOs

b) Division goals and objectives

c) Examples of ratings in each category and method of determining the overall evaluation

The examples given consist of several activities. The activities were chosen to give an idea of performance level. They are not to be considered as restrictive, i.e., other activities of a different nature can be substituted as long as they are of a similar caliber.

Please realize that these rating examples serve only as guidelines. I constructed these examples as best I could to reflect the performance level currently equaled or surpassed by members of our Division. I constructed the examples, however, so that they would not be descriptive of any particular person.

If you have questions concerning the materials please discuss the topics with your Department Chairman or with me.

jt

FACULTY EVALUATIONS 1983-84 ACADEMIC YEAR

EVALUATION BY OBJECTIVES: The following are guidelines for the Modified Management by Objectives (MMBO):

1. The activities chosen should be placed within one of the following areas: Teaching, Service to the Institution and Professional Development. Each member of the faculty will be rated during the overall evaluation by the President and Academic Dean in the area of Academic Achievement. Academic Achievement is defined as the level of scholarly achievement (degrees earned), and in the case of persons at a masters level, progress toward an advanced degree. It would also include course work taken to become certified to teach in another subject area. A person with a master's degree pursuing a doctorate or any member of the faculty who wishes to become proficient in another teaching area through graduate level study, can select Academic Achievement as one area of emphasis.

2. Activities must be related to Teaching, Service to the Institution, and Professional Development. Academic Achievement can substitute for Professional Development as described in #1 above.

3. The teaching component is weighted not less than 50% - "a maximum of 10% of the value allotted for teaching may be apportioned to student evaluations." In the case where faculty design activities which emphasize a personalized approach to instruction (theme or test conferences; study reviews, lab reviews, personal tutoring, etc.), and where the quality of the instruction can be in some way measured (pretest and post test, standardized exams, Departmental exams, Regents' etc.), the teaching component may be weighted 60-65% of the MMBO. Each of the remaining major components must have a weight of at least 10% with the total for all three components equal to 100%.

4. The major areas chosen are to be weighted, rather than valuing each activity within a given area. This will allow for some flexibility.

5. The faculty person must decide on a means of measuring the performance of a given activity. The measure of performance must meet with the approval of the Department and Division Chairmen.

6. In consultation with the Department and Division Chairmen the MMBOs will be rated. They will be rated as "high"
   "medium"
   "low"
   This rating in no way guarantees a certain overall evaluation. The rating serves to give the faculty person a relative idea of the performance level of that particular MMBO. If the faculty person wishes to improve the rating, the Department and Division Chairmen together will offer constructive suggestions for improvement of the MMBO. It is the faculty person's responsibility to upgrade his/her MMBO and if so done, it will be rated again by the chairmen. Please see attachment for examples of ratings in each area.

7. The faculty person must document progress on activities to both Department and Division Chairmen.

8. Opportunities for renegotiation will allow for adjustments to the MBOs. The renegotiation conference must be initiated by the faculty person.

9. The final evaluation will rate each of the components of evaluation as either high, good or in need of improvement. An overall rating will be given to the faculty person. This overall rating, however, serves only to apprise the individual of his relative rating within the Division. It will give the faculty person an idea of the recommendation which will be made by the Division Chairman to the Academic Dean and President for merit pay increase. The final evaluation rating of the Division Chairman will not be included in the written evaluation submitted to the Academic Dean. The final evaluation is the responsibility of the President after review of the Chairman's and Dean's evaluations. Please see attachment for method of arriving at the overall evaluation rating.

10. The written evaluations submitted to the Academic Dean will include a copy of the faculty person's Report of Accomplishments. The faculty member is encouraged to share his/her views of self-evaluation with the Department Chairman during preparation of the Report of Accomplishments and with the Division Chairman during the evaluation conference.

11. Written rebuttal, if necessary, is to be directed to the Academic Dean if and only if the conference with the Division Chairman does not resolve the issue. Any conference with the Academic Dean or President over the evaluation prior to conference with the Division Chairman will be considered a breech of procedure and will automatically allow for reevaluation of the faculty person by the Division Chairman in the area(s) of Professional Development and/or Service to the Institution.

Under the current administrative structure Department Chairmen are to serve a supportive role in assisting faculty with setting activities and evaluating progress toward those activities. The final summative evaluation is the responsibility of the Division Chairman. The overall evaluation is the responsibility of the Academic Dean and the President of the College.

The Department Chairman shall:

1. work with the faculty to set Departmental objectives within the framework of Goals of the Division and of the Planning for the Future Committee. Please see attachment for Division goals and objectives.

2. support and guide the faculty in the process of setting personal activities and in assessing progress toward those activities by
   a. assisting the faculty in assessing strengths and weaknesses.

   b. assisting the faculty in writing activities and establishing measurable outcomes. These activities will cover the period February 1, 1983 to February 1, 1984. If the activity was completed and reported as a portion of the self-evaluation submitted in February of 1983, it will not be included in this MBO.

   c. assisting the faculty in balancing (weighting) the evaluation in three major areas of emphasis with teaching comprising no less than 50% of the overall evaluation.

d. encouraging the faculty to periodically submit materials which support the evaluation process. These materials are to be submitted in duplicate, one copy going to the Department and one to the Division Chairmen.

3. coordinate the student-teacher evaluation process within the dates specified.

4. evaluate the classroom performance of each of the teaching faculty by in-class visitation.

5. assist the faculty member in the preparation of a Report of Accomplishments to be submitted in writing to the Chairman of the Division.

The faculty shall:

1. formulate activities with the assistance of the Department Chairman and within the context of Divisional and College goals.

2. secure approval of personal activities from Department and Division Chairmen.

3. meet with both the Department and Division Chairmen at the beginning and at the conclusion of the evaluation period, and with the Department Chairman as needed.

4. periodically submit materials in support of the evaluation to both the Department and the Division Chairmen.

5. work with the Department Chairman in the preparation of a Report of Accomplishment emphasizing accomplishment of personal activities and contributions to the Division and the College as a whole.

6. conform to the published procedure within the time schedule.

The time schedule for the 1983-84 Academic Year is as follows:

| | |
|---|---|
| April 5 - April 14 | Faculty develop personal activities with the assistance of Department Chairmen |
| April 11 - April 18 | Department Chairmen review faculty MMBOs |
| April 15 | MMBOs are submitted to Division Chairman |
| April 18 | Department and Division Chairmen meet for initial rating of MMBOs |
| April 18 - April 22 | Faculty receive MMBO ratings. Those who wish to improve the rating receive suggestions for improvement |
| April 25 - April 29 | MMBO conferences with both Department and Division Chairmen |
| May 23 - May 27 | Renegotiation conferences if necessary with both Department and Division Chairmen |
| June 3 | Progress Report for Spring Quarter (not to exceed one page) |
| October 3 - October 7 | Renegotiation conferences if necessary with both Department and Division Chairmen |
| October 7 | *Progress report for Summer (not to exceed one page) |
| December 2 | Renegotiation conferences if necessary with both Department and Division Chairmen |
| December 9 | Progress report for Fall Quarter (not to exceed one page) |
| January 31 | Summary Report of Accomplishments for 1983-84 submitted to Department Chairman. This will include progress on the MMBO and other accomplishments not included within the MMBO. |
| February 6 | Report of Accomplishments submitted to Division Chairman |
| February 20 | Written evaluations to faculty from Division Chairman, opportunity for conferences. (Discussion/rebuttal) |
| March 7 | Evaluations sent to Academic Dean and President |

*This progress report is for those activities which were scheduled for the summer period or which the faculty person wishes to be included as a portion of the final evaluation.

BRUNSWICK JUNIOR COLLEGE

Goals of the Division of General Studies

GOAL 1: To market our programs more effectively

| Area | | |
|---|---|---|
| (Service to the Institution) All | Obj. | To increase the number of students who are exposed to the programs of the Division directly and indirectly |
| | Obj. | To increase the number of students who enroll in our programs |

GOAL 2: To increase the number of students who persist in our courses and programs

| Area | | |
|---|---|---|
| (Teaching) | Obj. | To build support systems which increase student potential for academic success in our courses |
| (Teaching) | Obj. | To strengthen basic skills through emphasis on these in our courses |
| (Service to the Institution/ Teaching) | Obj. | To encourage use of academic support systems on campus, e.g., the tutorial lab, language laboratory |

GOAL 3: To develop our programs to meet the needs of the students and to reflect the balance we desire in a liberal arts education

| Area | | |
|---|---|---|
| (Service to the Institution) All | Obj. | To plan and implement an Honors Program |
| | Obj. | To plan and implement "writing across the curriculum" |
| | Obj. | To study and recommend program changes or modifications |

GOAL 4: To emphasize faculty development

| Area | | |
|---|---|---|
| (Service to the Institution) | Obj. | To plan and implement a faculty development program |
| (Professional Development) | Obj. | To engage in scholarly publication |
| (Professional Development) | Obj. | To participate actively in professional organizations |
| (Professional Development) | Obj. | To engage in research |

GOAL 5: To emphasize excellence in teaching

| Area | | |
|---|---|---|
| (Teaching) | Obj. | To emphasize personalized instruction |
| (Teaching) | Obj. | To relate course syllabi and content to the Department goals of the SCGI |

GOAL 6: To support extracurricular student activities

| | | |
|---|---|---|
| (Service to the Institution) | Obj. | To support campus activities |
| | Obj. | To sponsor clubs, organizations and/or activities |

GOAL 7: To support the Institution

| | | |
|---|---|---|
| (Service to the Institution) | Obj. | To accept difficult or time-consuming assignments on committees, in academic advisement, etc. |
| | Obj. | To serve the Brunswick Community in areas related to the instructor's professional competence |

NOTE Each goal must be covered by each Department. Objectives may be added with the approval of the Department and Division Chairmen.

EXAMPLES OF RATINGS IN THE AREA OF PROFESSIONAL DEVELOPMENT FOR A WEIGHT OF APPROXIMATELY 20% OF THE MODIFIED MANAGEMENT BY OBJECTIVES:

For a rating of high:

Example 1

A. Additional academic work to improve proficiency in a given area (for person with doctorate)

B. One major data base research paper submitted for publication

C. Two articles/notes published in reputable journals

D. Two presentations at state and regional professional meetings

Example 2

A. Preparation of book in progress (solicited by publisher)

B. Research paper/study accepted for publication

C. Major office in professional organization

D. Reader for professional journal

Example 3

A. Active in national professional organization

B. One or more professional presentations

C. One major research publication

D. Major office in state professional organization

For a rating of good:

Example 1

A. Ongoing: research/publication

B. Active membership in professional organization(s)

C. One/two presentations at state or regional professional meeting(s)

Example 2

A. Manuscript submitted/published

B. Active participation in one or more professional organizations

C. Additional professional development, e.g., administrative, reader for journal, editor of newsletter, etc.

Example 3

A. Research in progress

B. Manuscript in progress for publication

C. Additional academic work to improve proficiency (for person with doctorate)

D. Working on prospectus for a book (solicited by publisher)

For a rating of needs improvement:

Example 1

A. Attendance at one professional meeting

Active membership is defined as involvement through participation on subcommittees, writing newsletters, serving on panels for discussions, etc. For a person who wished to weight the area at 10% the activities would be approximately one-half of those listed. It is assumed that all activities, especially those in progress, are documented. Chairmanships of Regents' Committees, active membership in state and national organizations, original research, research/publication which is self-motivated, presentations to professional organizations, improved academic proficiency (courses in computer science, data processing, etc.) and advanced academic study are valued highly. Persons who can balance their professional development in several areas are impressive. A new Department Chairman would have his/her administrative evaluation contribute to this area. Please note that the examples within a rating, e.g. "high," are not equivalent but cover a range considered, in my judgment, to fall within that rating. Please realize that these examples are only guidelines and are intended to give you an idea of the level of performance expected for a given rating. There are faculty within our Division who surpass the performance levels indicated in the examples of high ratings. Obviously few if any of your MMBOs will look exactly like the examples.

EXAMPLES OF RATINGS IN THE AREAS OF SERVICE TO THE INSTITUTION FOR A WEIGHT OF APPROXIMATELY 20% OF THE MODIFIED MANAGEMENT BY OBJECTIVES:

**For a rating of high:**

Example 1

A. Sponsor of student club

B. Talks to High Schools (several)

C. Promotion of college through local organization(s)

D. Two/three publications for newspaper

E. Continuing Education course(s)

F. Heavy college committee work

G. Promoter for major activity for Department

H. Supportive of college extracurricular activities

I. Involved in recruitment visits, high school visits to campus, etc.

J. Promoter/organizer for workshop(s)

Example 2

A. Coordinator of major college student activity

B. Sponsor for two Department activities

C. Two/three publications for newspaper

D. Continuing Education course(s)

E. Heavy college committee work

F. College representative to local functions

G. Grant writer for college sponsored (co-sponsored) activities

H. General support of college extracurricular activities

I. Talks to local clubs and organizations (several)

J. Publish brochure(s) for recruitment, major area, etc.

For a rating of good:

Example 1

A. Co-coordinator of one major college activity

B. Cosponsor of one Department activity

C. One/tso article(s) for newspaper

D. Outstanding work in advising

E. Representative on one or more recruiting trips

F. General support of college extracurricular activities

Example 2

A. Sponsor of major Department activity

B. Heavy off-campus instructional responsibility

C. Active participant in intramurals

D. Volunteer for tutorial laboratory student review sessions

E. Detailed program evaluations for several major areas

F. General support of college extracurricular activities

For a rating of needs improvement:

Example 1

A. Generally supportive of college extracurricular activities

B. College committee participation

C. Generally supportive of Department activities

Again the emphasis is on balance among and support of a number of college activities. The examples listed in the high ratings are surpassed currently by faculty in our Division.

EXAMPLES OF RATINGS IN THE AREA OF TEACHING FOR A WEIGHT OF 50% OF THE MODIFIED MANAGEMENT BY OBJECTIVES:

In this area it is difficult to assess effectiveness. The personalized approach to instruction/support of instruction is valued but must be balanced with evidence of quality of instruction. The percentage weight can be as high as 65% if the faculty person can demonstrate personalized instruction and verify the quality of instruction.

Some ideas are listed in addition to the normal tasks and methods of evaluation of teaching:

A. Up-to-date and complete syllabi

B. Student-teacher evaluations (not to exceed 10% of the weight of the teaching area)

C. Knowledge of subject matter

D. Preparation of instructional material

E. Out of class conferences/tutoring sessions

F. Additional work assignments/graded/returned

G. Chapter outlines required

H. Study aids for instruction

I. Referral to and use of tutorial lab and language laboratory

J. Pre- and Post-tests to determine effectiveness

K. Lecture tapes/modular exercises on topics covered for remediation

L. Laboratory experiences/discussions/problem sets

M. Behavioral objectives for chapters

N. Post-test conferences/referrals for students below a certain performance level

O. Improving text and support materials

P. Videotaping and analysis by peers for feedback

Q. In-class visitations with colleagues and discussion of techniques, etc.

R. Visitations by Department and Division Chairmen

S. Student conducted interviews of other students who took class

In a positive way only (i.e., to increase a rating only)

T. Size of classes

U. Percent retention

V. Teaching off campus and at night

W. Teaching out of discipline

X. Teaching in several disciplines (for which the person is qualified)

Y. Teaching several preparations (3) in a given quarter.

Division Standing

The overall rating within the Division will be calculated in the following manner:

Numbers will be assigned to the ratings:

high: 8-10
good: 4-7
needs improvement: 1-3

The weight given a particular area will be multiplied by the number assigned.

The products for each area will be added together to arrive at an overall figure.

Example

| | | |
|---|---|---|
| Professional Development | High | 8 x .20 = 1.6 |
| Service to the Institution | Good | 6 x .30 = 1.8 |
| Teaching | High | 8 x .50 = 4.0 |
| | | 7.4 |

The number assigned will include progress on the modified management by objectives and additional accomplishments not included in the list of activities.

A person with a rating of 8 or above will receive an overall rating of high.

A person with a rating of 4 to 7.9 will receive a summative evaluation of good.

A person with a rating of 1 to 3.9 will be in need of improvement.

Note: The overall evaluations are for the purpose of merit pay increase only. These ratings will be shared in conference with the President and Academic Dean. The overall ratings will not be included in the written evaluations submitted to

the Dean or President. Moreover, there is no way to avoid some subjectivity in the process. The Chairman of the Division will be responsible for assigning the number value within a given rating (e.g., 8, 9, or 10 for a high rating) and will do so in consultation with the Department Chairman concerned. The final decision, however, will be the responsibility of the Chairman of the Division and will reflect his value judgment. Every attempt will be made to be as equitable and consistent as possible.

# SECTION IV

Humanities faculty - non tenured
Activities for Modified Management by Objectives

I. Professional Development 25%

A. One major research paper submitted for publication. "Major" is defined as approximately twenty pages in length and submitted to a high-prestige, highly competitive literary journal.

B. Four shorter articles published in reputable journals. "Shorter" is defined as 10-15 pages in length.

C. Completion and publication of ESL textbook for Prentice-Hall.

D. The reading of at least one paper at a professional organization.

N.B. It is my opinion that the above schedule exceeds that suggested in the guidelines for a "high" at 20%. Therefore, I feel that it should balance at a "high" for 25%.

II. Service to the Institution 10%

A. Three publications in the Brunswick News. These articles will include reviews of plays and concerts and pieces dealing with campus events and programs.

B. Two continuing education courses (Rapid Reading Seminars).

C. Work in the concession stand for home basketball games.

D. Attendance at all home athletic events (basketball and tennis).

E. Sponsorship of a writing contest for students in advanced composition (English 102). This will involve raising funds for prize money, finding a club (or society) that will provide prizes, securing judges from the community, and providing appropriate press coverage.

F. At least one additional community relations activity (not in one of the above categories).

G. Sponsorship of one major departmental cultural program.

H. Co-sponsorship (with Lennet Daigle) of a student newsletter (the student counterpart of TGIF).

III. Teaching 65%

Methods of Evaluation

A. Up-to-date and complete syllabi

B. Student-teacher evaluations (at least 90% favorable)

C. Pre-test (diagnostic) and post-test measurement of student success. At least 90% of students make noticeable (minimum 20%) progress.

D. Portfolios of student writing samples demonstrating steady improvement throughout each quarter.

E. High percentage (at least 80%) of students passing the Regents Exam on the first try. "Students" defined as those who have taken my English 101 course immediately before attempting the Regents. To date the pass rate for my 101 students is 100%. I would like to try to maintain this rate; I think that as time goes on this measurement will be a significant indicator of success (at least in one aspect of the program).

F. At least 80% of my 101 students who start the course will pass the final examination (graded by a panel of three instructors). Current pass rate is about 60% I believe.

G. Extensive use of the writing laboratory and tutorial services. All students will complete at least five assignments in the lab each quarter. The average number of visits will be approximately eight.

H. At least fifteen hours per week will be spent in extra (outside class) tutorial help for students.

I. Preparation of several batteries (perhaps twenty) of study aids for students.

J. Several (at least two) video-taped class presentations.

K. Development and presentation of a study-skills program for first-quarter freshmen in the division. This series will complement the advisement program and hopefully will help improve retention within the division. I will work with the dean's office on this.

I hope to be rated "high" in all areas; furthermore, I would like to have a "high" standing with regard to the final ranking of all members of the division.

Social Sciences Faculty - non tenured

Growth Contract 1983-84

TEACHING (50%)

Activities:

1. I will maintain up-to-date syllabi which will include study suggestions for instruction.
   Measurement: Copies made available to Department Chairman.

2. I will maintain average or better teacher evaluations.
   Measurement: Ratings on Evaluations.

3. I will develop a short, supplementary evaluative instrument for my use in improving content, methods, and approaches to teaching.
   Measurement: Completed evaluations.

4. I will maintain ten hours of office hours per week, and I will be available for conferences by appointment.
   Measurement: Verification by Department Chairman.

5. I will utilize a pre-test, post-test in my classes to determine the extent to which POL 101 increases knowledge of basic facts about American Government.
   Measurement: Comparison of success on pre-tests and post-tests.

6. I will require projects and include testing items which require students to practice writing skills unless my classes become so large that this is an impossible feat.
   Measurement: Completed and evaluated projects on file in my office near the end of the quarter.

7. I will suggest strongly that each student making below a 60 on the first test meet with me in 30-minute sessions to discuss improvement in approaches to studying, effective use of the textbook, effective notetaking and use of notes, and specific aids available for their particular needs at the Tutorial Learning Center. I will monitor the process of such students and request a follow-up conference with those who are still failing after the second test. I will refer those still failing to the Tutorial Learning Center.
   Measurement: I will maintain a log of such meetings, and I will report on changes of performance of students referred to Learning Center.

8. I will hold a review session on evenings preceding scheduled tests for student in POL 101. Attendance by students will be voluntary.
   Measurement: A roll of those present.

SERVICE TO THE INSTITUTION (15%)

Activities:

1. I will provide course selection advice for night school majors and undecideds.
   Measurement: Verification by night school co-ordinator.

2. I will schedule follow-up conferences for all advisees approximately one week prior to mid-term so that we may discuss their progress and explore alternatives for those considering dropping a class.
   Measurement: Insertion of a mid-quarter progress report in each advisee's file.

3. I will prepare for publication in the local newspaper one book review during this evaluation period.
   Measurement: Published review.

4. I will serve as a representative on recruiting trips.
   Measurement: Verification by registrar.

5. I will serve as a judge for the Little United Nations.
   Measurement: Verification by the co-ordinator.

6. I will serve as a judge for the local and district level social science fairs.
   Measurement: Verification by Department Chairman.

7. I will serve as a judge for the Regents Exam.
   Measurement: Verification by Chairman of Humanities Department.

8. I will conduct required items for the program evaluation in political science.
   Measurement: Completed program evaluation.

9. I will serve as co-sponsor of cheerleading.
   Measurement: Verification by Director of Athletics.

10. I will continue to serve by Presidential appointment on the Committee on Inter-Collegiate Athletics.
    Measurement: Verification by committee chairman and minutes.

11. I will serve on other committees as appointed.
    Measurement: Minutes.

ACADEMIC DEVELOPMENT/PROFESSIONAL DEVELOPMENT (35%)

Activities:

1. I will complete research for my dissertation, and I will write at minimum, a draft by May 1, 1984 with graduation no later than August, 1984.
   Measurement: I will maintain a log of activities completed on this project and present the completed draft.

2. I will serve on the arrangements committee for the 1984 meeting of the Georgia Political Science Association.
   Measurement: I will maintain a log of activities completed on this project.

3. I will serve as a discussant on a panel at the 1984 meeting of the Georgia Political Science Association.
   Measurement: Program of meeting.

4. I will attend the 1984 meeting of the University System Committee on Political Science.
   Measurement: Report to faculty.

5. I will serve as a reviewer for the Southeastern Political Review.
   Measurement: Copies of reviews of journal articles.

Science Faculty - tenured
MMBO 1983-84

*PROFESSIONAL DEVELOPMENT (15%)

| Objective | Activity | Completion Date | Evaluation |
|---|---|---|---|
| Participate actively in professional organizations | Chair Academic Committee on Physics Meeting | May 13, 1983 | Minutes of meeting submitted to Department Chairman Report at Faculty Meeting |
| | Active participation on committee on computer and information science | Meeting date not set | |
| | Continue to work on the AAPT/NSTA High School Examination Committee | Probably never | Will submit any reports to Department Chairman |
| Up-date competence in Computer Science | Study developments in teaching Pascal and BASIC | At retirement | Will submit reports to Department Chairman |
| | Gain competence in use of micro computers | Sometime after micros are available | Will submit reports to Department Chairman |

*SERVICE TO INSTITUTION (25%)

| | | | |
|---|---|---|---|
| Increase the number of students who are exposed to the programs of the Division directly or indirectly | Obtain funds from Student Activities Committee for Natural Sciences and Mathematics Club | May 30, 1983 | $ $ $ $ |

SERVICE TO INSTITUTION (cont.) 

| Objective | Activity | Completion Date | Evaluation |
|---|---|---|---|
| | Plan programs for NSM Club | October, 1983 | Quality of programs and stude satisfaction |
| | Giles O. Allard Talk | April 21, 1983 | Attendence and audience response |
| To support campus activities | Participate in intramurals | Spring, 1984 | If I last the seasons |
| | Serve as timekeeper for intercollegiate basketball | March, 1984 | See above |
| To accept difficult or time-consuming assignments on committees, in academic advisement, etc. | Serve as Chairman on Subcommittee on Intramurals/ Extramurals | Who knows? | By chairman of council |
| | Serve on Ad Hoc Committee on Intercollegiate Athletics | | By chairman of committee |
| | Serve as Ad Hoc Coordinator of the University System Computer Network | | If we still have network services |
| | I advise at least as many students in as many fields as any advisor on campus | When I retire | Satisfaction of students advised |
| | Program evaluations for fields in which advise | May 23, 1983 | An accepted report |
| *TEACHING (60%) | | | |
| To increase the number of students who enroll in our programs | Implement Math 190, 290, and CS-110 during 1983-84 and evaluate initial strengths and weaknesses | May, 1984 | Pre and post tests. Student Evaluations. |

*TEACHING (cont.)

| Objective | Activity | Completion Date | Evaluation |
|---|---|---|---|
| To build support systems which increase student potential for academic success in our courses | Improve audio visual aids in Astronomy 105 | March, 1984 (or before) | Will report improvements and how they are used |
| | Revise laboratories in Physics 110 | October, 1983 | Will report on what the revisions are |

ERIC CLEARINGHOUSE
FOR JUNIOR COLLEGES
NOV 8 1985